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Approved For Release 2001/08/31 : CIA-RDP78-06369A000100040001-3

O+M 2-2
ST 3894

19 August 1954

MEMORANDUM FOR: Director of Central Intelligence
SUBJECT : Staff Study on Psychological Services

1. The attached staff study is submitted herewith as an analysis of the problem of providing more effectively psychological services to meet the expanding requirements of the Agency.
2. This staff study in its present form together with the action paper required to put it into effect has not been coordinated outside the Office of Training. The correspondence included under Tab A of the staff study does, however, indicate that the DD/P is in general agreement in principle with the Office of Training position on this problem.
3. This study is therefore submitted to you for preview and any comments you care to make at this time. Your official approval is not requested now. After your review and comment, the Office of Training will undertake the normal staff coordination on this paper and submit it to you for final approval upon completion of the coordination process.

MATTHEW BAIRD
Director of Training

Enclosure 1
Staff Study on Psychological Services

OTR/PRS/LES:mjf

DISTRIBUTION:

Orig. and 2 - Addressee

- 1 - DTR & DDTR ✓
- 1 - C/A&E/OTR
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NOV	1	REV DATE	27-1-81	BY	6199
ORIG COMP	-	OP	11	TYPE	01
ORIG CLASS	5	PAGES	10	REV CLASS	5
JOINT	22	EXT NOV	2011	ATTN	MR 19-2

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ST 3898

TO: Director of Central Intelligence

SUBJECT: Psychological Services

1. PROBLEM:

To establish policy and responsibility for the provision of psychological services required in support of CIA activities.

2. FACTS BEARING ON THE PROBLEM:

- a. In recent surveys of the Office of Training the Inspector General and the Management Staff have commented upon the lack of a clearly defined statement of policy and responsibility for the provision of psychological services within the Agency.
- b. Agency requirements for psychological services are steadily increasing not only in terms of the testing, evaluation, and assessment of individuals in headquarters and overseas, but also in terms of applying psychological techniques to various and differing operational problems of the Agency.
- c. In order to carry out its mission the Office of Training has established over a period of years a staff of highly competent professional psychologists with training and experience in the clandestine services both overseas and at headquarters. This staff is supported by a fully cleared group of professional consultants who are nationally recognized as being outstanding in their various fields of specialization.
- d. On 8 January 1954 the Director of Training advised the Deputy Director (Plans) of the need to clarify the relationship between the Office of Training and the Deputy Director (Plans) components for more effective utilization of psychological services by components of the Deputy Director (Plans). On 4 February 1954 the Deputy Director (Plans) replied and expressed general support for the conclusions and recommendation of the Office of Training on this subject. A copy of this correspondence is included here-with under Tab A.
- e. While the psychological assets of the Office of Training are recognized and used by some components of the Agency, this has not prevented, in other instances, Agency use of psychologists

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who were not the most qualified in given fields, Agency employment of doubtful psychological techniques, and the ineffectual application of good psychological techniques, both in headquarters and at overseas installations.

- f. The need for establishing Agency policy and responsibility for the provision of psychological services is intensified by the growth of Agency requirements for such services, and by the loss of efficiency which results within the Agency from uncoordinated and indiscriminate use of psychological personnel and psychological techniques in current Agency practice. Such practices fail to use psychological assets presently available to the Agency in the Office of Training.

3. DISCUSSION:

- a. In the interests of economy of force and more effective use of available assets, it should be the policy of the Agency that all activities (a) involving the testing, evaluation and assessment of personnel used by the Agency either in headquarters or overseas, and (b) involving the application of psychological techniques for operational purposes shall be reviewed, coordinated, and concurred in by the Office of Training.
- b. To put this policy into effect, the Office of Training, in addition to its current responsibilities for psychological services, should be given responsibility for (a) providing staff supervision over the procurement, assignment, and utilization of professional psychologists throughout the Agency including its overseas installations (this responsibility is similar to that of the Medical Office with respect to the use of medical personnel of the Agency), and (b) responsibility for review, coordination, and concurrence on all Agency activities involving the use of psychological services and techniques in support of Agency operations.

4. CONCLUSIONS:

Approval of the policy and responsibilities cited in the preceding paragraphs would ensure maximum use of existing Agency psychological assets and would increase the potential of psychological services and techniques to support Agency operations.

5. RECOMMENDATIONS:

- a. That the CIA notice attached at Tab B be approved and distributed to all components of the Agency.
- b. That the Director of Training be authorized to modify the statement of mission and functions of the Office of Training in

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accordance with the foregoing statements of policy and responsibility governing the provision of psychological services within the Agency.

MATTHEW BAIRD
Director of Training

ANNEXES:

- Tab A: (1) Staff Study dated 8 Jan 54 to DD/P from DTR; subj. Psychological Services.
(2) Reply dated 4 Feb 54 from Acting Deputy Director (Plans) to DTR; subj. Psychological Services.

Tab B: Draft CIA Notice.

ACTION BY APPROVING AUTHORITY:

APPROVED:

Director of Central Intelligence

Date

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8 Jan. 1954

TO: Deputy Director (Plans)

SUBJECT: Psychological Services

1. PROBLEM:

There exists need to clarify the relationship between the Assessment and Evaluation Staff of OTR and components of DD/P for more effective utilization of psychological services.

2. FACTS BEARING ON THE PROBLEM:

- a. Historically, psychological services have been performed for the clandestine intelligence community for the past ten years. Assessment and evaluation functions under OSS were located in Training and continued there under the CIA Office of Special Operations (OSO). From then till now components of the DD/P have been furnished psychological services by the A & E Staff of OTR.
 - (1) At present the A & E Staff of OTR is able to provide the DD/P with these services:
 - (a) Psychological assessments, to advise on suitability for projected assignment of staff and contract personnel.
 - (b) Psychological techniques, applied to such problems as screening of indigenous personnel.
 - (c) Assistance in developing evaluation procedures.
 - b. The A & E Staff is under the leadership of a nationally recognized psychologist; the staff itself is composed of psychologists with general clandestine training. A majority of its assessment personnel have had overseas experience with this Agency, or its predecessors.
 - c. Recent efforts by organizational elements within the DD/P are indicative of interest in using psychological services; however, many of these efforts have been directed to obtaining psychological services independently of the established A & E Staff. In some instances psychological techniques have been employed by personnel lacking a background in psychological methods. (See Tab A).

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3. DISCUSSION:

- a. Use of independent psychologists ignores the long experience developed within the A & E Staff. Psychologists lacking this experience are not likely to provide the same quality of assessment or screening.
- b. Utilizing contract psychologists is uneconomical. Upon completion of the contract tour of duty the experience gained is lost to the Agency with the individual's departure.
- c. On the other hand a central group of staff psychologists, trained in the fundamental principles of clandestine action and with increasing Agency assessment experience, could be used where and when needed on either overseas or domestic assignments.
- d. There are many professional problems involved in setting up an adequate screening or assessment program, and application of psychological techniques by non-psychologists leads to the danger of uncritical interpretation of assessment or screening results.

4. CONCLUSIONS:

- A. The A&E Staff has provided and can continue to provide psychological services for the DD/P.
- b. Centralization with the A & E Staff of all psychological services for the DD/P, if effected, would result in economy and long-range effectiveness.

5. ACTION RECOMMENDED:

- a. All psychologists used by the DD/P should be obtained through the A & E Staff.
 - (1) A & E Staff psychologists should be used in preference to contract psychologists wherever cover considerations permit.
 - (2) Contract psychologists should be given training in clandestine tradecraft as well as in A & E procedures.
- b. Use of psychological tests by non-psychologists should be subject to prior review by the A & E Staff.
- c. A senior member of the DD/P Staff should be designated to implement the above recommendations in coordination with the Chief, A & E Staff, and consider the advisability of establishing A & E Staff positions in selected areas overseas to insure that Agency-trained psychologists provide professional assistance on psychological problems encountered abroad.

s/ Matthew Baird

MATTHEW BAIRD
Director of Training

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